



Government of
Saskatchewan

Annual Report 1987-88

Saskatchewan Public Service Commission

89-02826/

Saskatchewan
Public Service
Commission

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Lorne H. Hepworth
Minister

March 8, 1989

The Honourable Sylvia Fedoruk
Lieutenant Governor of Saskatchewan
Government House
Regina, Saskatchewan

Dear Sir:

In accordance with Subsection Two of Section Six of *The Public Service Act*, I have the honour to submit the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 1988.

Respectfully submitted,

A handwritten signature in dark ink, reading "L. H. Hepworth". The signature is written in a cursive, flowing style.

Lorne H. Hepworth
Minister Responsible for the
Saskatchewan Public Service Commission



John D. McPhail
Chairman

March 8, 1989

The Honourable Lorne H. Hepworth
Minister Responsible for the
Saskatchewan Public Service Commission
Legislative Building
Regina, Saskatchewan

Dear Sir:

It gives me pleasure to submit herewith the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 1988.

May I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work of the staff of the Public Service Commission.

Yours sincerely,

John D. McPhail
Chairman
Saskatchewan Public Service Commission

The Saskatchewan Public Service Commission operates under authority of *The Public Service Act*, serving as the central personnel agency for the Saskatchewan public service.

The Commission performs a number of services and regulatory functions. The principal functions are:

- Recruitment for and staffing of all permanent positions within the classified service.
- Classification of positions.
- Development and administration of classification and compensation plans.
- Negotiation and administration of collective bargaining agreements.
- Provision of advice on human resource matters to departments and agencies in the public service.
- Staff development and consulting services.
- Maintenance and provision of human resource information regarding public service employees.
- Development of human resource policies and procedures within the public service.

The Commission itself is comprised of five individuals. As Chairman of the Commission, John McPhail also serves as chief executive officer of the government's central personnel agency. This position is a full-time appointment. The other Commission members, appointed on a part-time basis, include Isabelle Butters (C.M., General Manager of the Weyburn Co-operative and former Mayor of Weyburn); William Fyles (former Chairman and Secretary of the Public Service Commission); Harold Hoffman (President of the Service Employees' International Union [SEIU] Local 333, President of the SEIU Prairie Regional Council and Vice-President of the Canadian Central and Western Conference of the SEIU); and Roland Muir (Director of Research Services, University of Saskatchewan).

The five Commissioners represent the public interest in the ongoing process of improving human resource management and administration within the Saskatchewan public service.

During the year under review, the Commission met twelve times and heard two out-of-scope classification appeals. The Commission also acted upon one dismissal appeal.



From left to right: Harold Hoffman, Roland Muir, Isabelle Butters, John McPhail. Not pictured: William Fyles.

The Public Service Commission (PSC) is structured into five Divisions and maintains a Saskatoon Regional Office to assist in serving the needs of all government departments, their employees and members of the public.

The beginning of fiscal year 1987-88 was marked by a major downsizing of the Saskatchewan public service. The Commission developed strategies which ensured that 71.5 percent of the 2,000 permanent position reduction target was achieved through voluntary measures and without employee displacement. Over 250 permanent in-scope employees were successfully re-deployed through the bumping process and lay-offs were kept to a minimum.

Service-wide co-ordination of vacancy and attrition management continues to be a priority. Hiring restrictions were in effect throughout 1987-88. The Committee on Public Service Employment reviewed all requests for the staffing of vacancies to ensure that priority hiring was directed at staffing front-line positions and services to the public were well maintained.

Staffing activity increased during the last five to six months of the year under review. Emphasis is being placed on in-service hiring and direct-sourcing to create opportunities for upward mobility in the Saskatchewan public service.

On April 1, 1987, the Commission implemented a new classification and compensation plan for out-of-scope clerical and secretarial positions. Taking into account the effect of technological changes in the work environment, the Management Support Group (MSG) Plan streamlined 18 job classifications into six levels.

The Commission responded to requests from departments for advice on departmental restructuring and resulting employee relations and classification issues. While it was

anticipated that downsizing would reduce classification activity, classification reviews in fact increased, partially as a result of departmental reorganizations and readjustments following the voluntary early retirement program and position vacancy deletions.

A streamlined procedure of Classification Joint Council hearings assisted in a reduction of appeals from 243, dating back to 1979, to 43, all of which were filed in the course of the current fiscal year.

In responding to organizational change, the Commission established an Organizational Change Unit. The unit completed 46 consulting assignments in 19 departments to assist with the development of new departmental mission statements and objectives, the reorganization of work units, team building and serving the public.

A new framework for departmental planning and reporting of staff development activities will encourage a strategic approach to staff development government-wide. In addition, the framework will improve the overall quality and cost effectiveness of programs and avoid duplication of staff development opportunities offered to employees.

A new video-taped orientation program for new employees in the Saskatchewan public service was produced during the year under review. Complemented by seven booklets and a facilitator's guidebook, the self-contained orientation package may be used by departments throughout the province. This decentralized approach will facilitate orientation of new employees, especially in smaller centres of the province.

Negotiations continued throughout 1987-88 with the Saskatchewan Government Employees' Union (S.G.E.U.). The Collective Agreement between the Government of Saskatchewan and the S.G.E.U. expired September 30, 1986.

The Collective Agreement with the Canadian Union of Public Employees (CUPE), Local 600, expired in September 1987. The two parties signed a Memorandum of Agreement in December 1987 which was not ratified by the membership.

During fiscal year 1987-88, out-of-scope employees received no structural adjustments to their wages. However, performance pay guidelines for management and professional employees were approved in November 1987, retroactive to the beginning of the fiscal year.

The Commission honoured 1,288 employees who retired in the course of 1987-88, in addition to recognizing a total of 854 employees under the Long Service Recognition Program for 10, 25 and 35 years of service.

In assessing the information requirements necessary to fulfill its mandate, the Commission developed a five-year strategic plan to provide for a broad framework for effective investment in informatics systems. During the year under review, the Commission successfully implemented Phase I of the new

Human Resource System (HRS), in co-operation with the Department of Finance. HRS is a fully integrated computerized personnel/payroll system and includes information on commencements and terminations of employees, changes to classification levels and salaries, the establishment of new positions and automated payroll. An interdepartmental User Group committee was established to provide feedback and to discuss areas for improvement to the system.

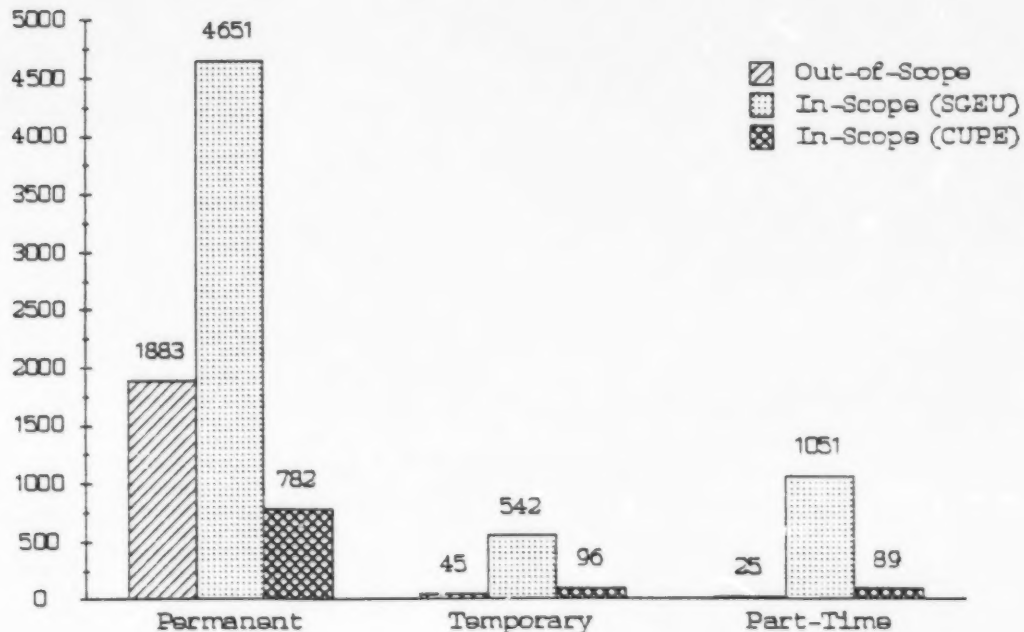
The Commission initiated steps to create a smoke-free work environment for the Commission and two other departments sharing the same building. Extensive employee input and a gradual implementation of the policy have ensured support and co-operation from all employees in the three departments.

For detailed reports on the Public Service Commission's activities and accomplishments during the year under review, please refer to the appropriate sections in this report.

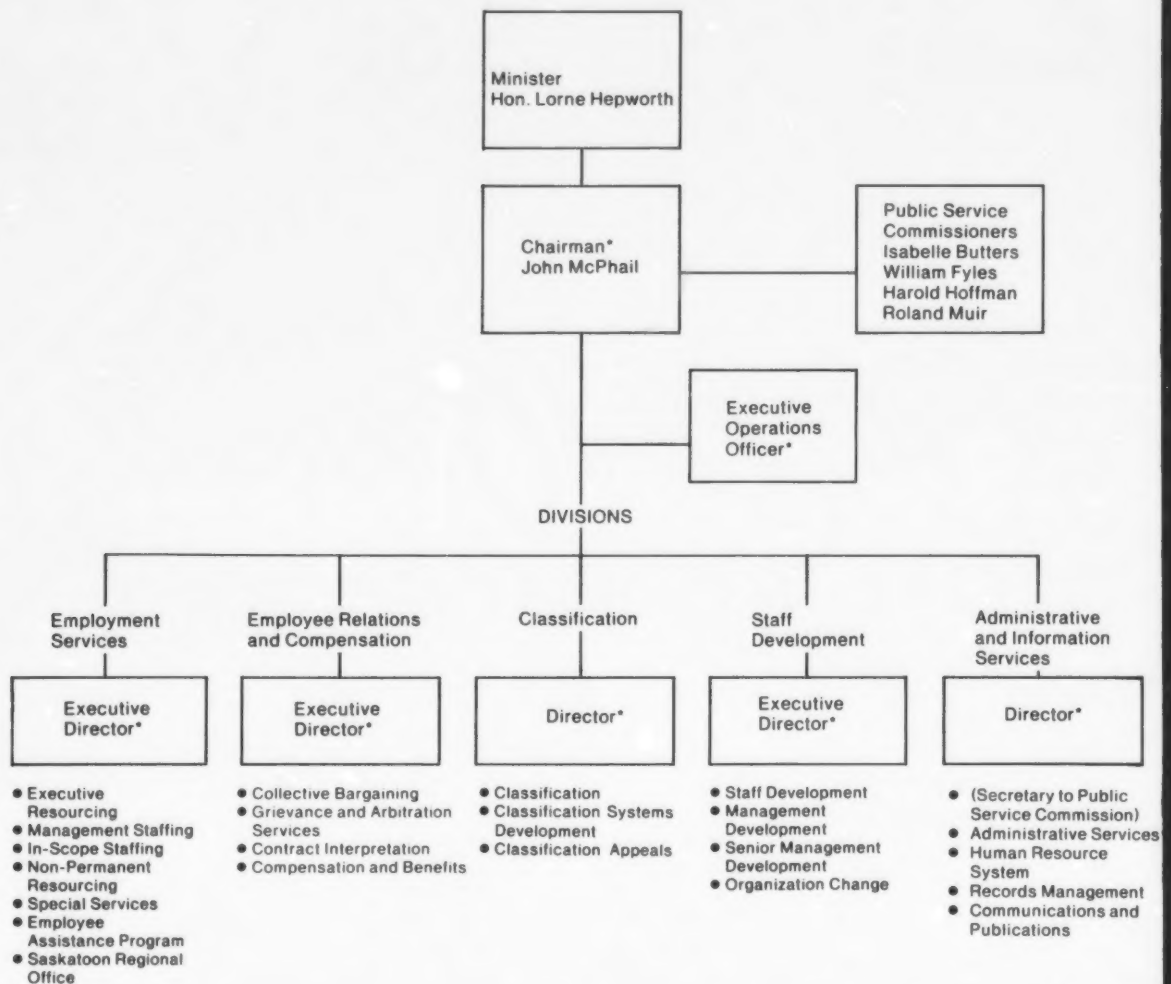
In March 1988, the Saskatchewan Public Service was comprised of 10,821 employees, 7,316 of which were employed on a permanent, full-time basis. Part-time employees totalled 1,165, leaving 683 temporary and 1,657 casual and labour service employees.

Among the permanent, part-time and temporary positions, 1,953 were classified out-of-scope and 7,211 were in-scope. The Saskatchewan Government Employees' Union represented a total of 6,244 employees, while the Canadian Union of Public Employees (CUPE), Local 600, represented 967 employees.

Scope of Permanent, Part-Time and Temporary Employees (as at March 31, 1988)



In order to meet its mandate, the Saskatchewan Public Service Commission has a staff complement of 98 person years and is structured as follows:



* Denotes Executive Committee

The approved Mission Statement for the Saskatchewan Public Service Commission appears below:

Our Mission

Leadership and Service in Human Resource Management

Our Goals

- *Recruit and select the best candidates*
- *Represent management effectively in employee relations*
- *Determine job worth by developing and applying classification standards*
- *Empower employees through learning*
- *Contribute towards excellence in administration and information services*
- *Represent the public interest in the management of human resources*

Our Principles

- *Ensure merit in appointment*
- *Enhance employee performance and recognition*
- *Promote and develop a participative work environment*
- *Provide fair and equitable treatment for all employees*
- *Provide responsive and effective service*
- *Maintain a positive and enthusiastic work attitude*
- *Respond to changing priorities through a corporate viewpoint*
- *Lead through innovation*
- *Take responsibility for our actions*
- *Conduct business with trust and integrity*

Mandate

- Recruit and select the best candidates.
- Ensure merit in appointment.

Activities

The beginning of fiscal year 1987-88 was marked by a major downsizing of the Saskatchewan public service. The Commission played a major role in developing a strategy for downsizing during 1986-87. The objective was to achieve a reduction of 2,000 positions primarily through voluntary measures and to keep lay-offs to a minimum. A voluntary Early Retirement Program was offered to employees whose combined years of service and age totalled 75. Of the 1,607 employees who were eligible under the program, 1,264 opted for early retirement. While 396 positions were identified for re-staffing, 868 positions were deleted as a result of early retirement. In managing the government-wide downsizing process, the division also identified a further 561 vacant positions for deletion. A total of 1,429 positions of the 2,000 reduction target, 71.5 per cent, was achieved through voluntary measures and without employee displacement.

As a result of a review by government of all programs and services, 657 occupied positions were abolished by departments. Of those, 556 positions were in-scope and 101 were out-of-scope.

During an intensive twelve-week period, division staff utilized all available resources to identify re-deployment and re-employment opportunities for employees affected by job abolition. A special placement team was established to identify job opportunities for in-scope (union) employees whose positions were abolished.

Enhanced severance packages, including outplacement counselling, were provided for out-of-scope employees. Job search assistance was provided to both in-scope and out-of-scope employees who were unable to retain public service employment.

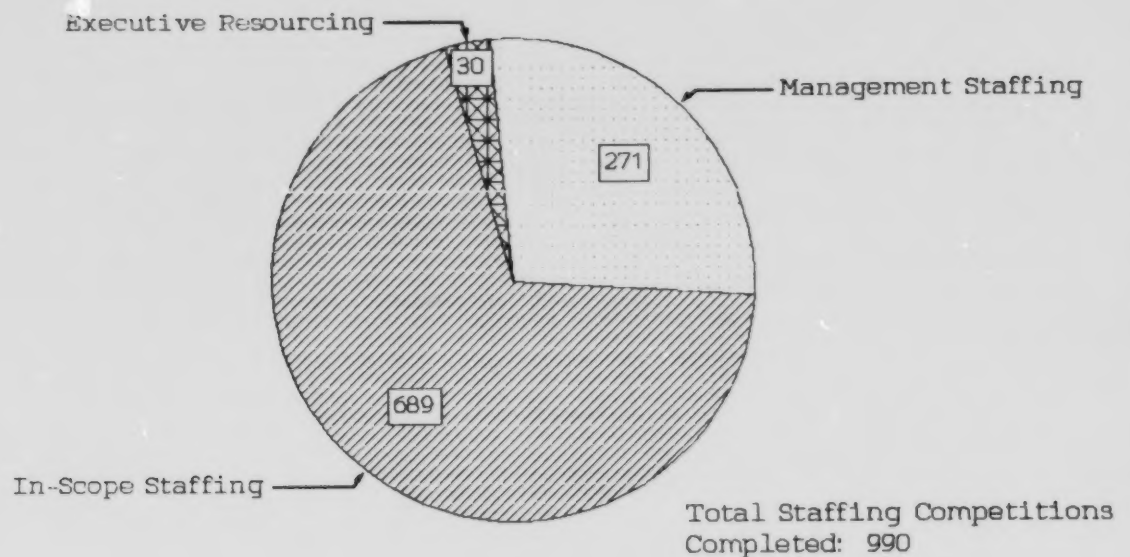
Service-wide co-ordination of vacancy and attrition management will continue to be a priority in the upcoming fiscal year. Towards that end, the Division developed and implemented computerized management information systems for vacancy management, competition tracking and re-employment lists during the year under review.

Service-wide co-ordination of summer student employment by the Commission's Non-permanent Resourcing Unit has ensured that a corporate perspective was maintained in terms of in-hiring rates, classification levels and the qualification of candidates. In 1987-88 the Unit received and processed 3,000 student applications for summer employment. A total of 856 students were employed in executive government and a further 400 students were placed in crown corporations. A budget allocation of \$4.3 million was provided to administer the 1987-88 Summer Student Employment Program.

Permanent staffing activity increased during the last five to six months of the year under review. Emphasis was placed on in-service hiring and direct-sourcing to create opportunities for upward mobility in the Saskatchewan public service. Out-of-scope employees were encouraged to maintain up-to-date career profiles, listing their skills and career aspirations, for a comprehensive inventory kept by the Division.

During the year under review, the Division established 1003 competitions and processed 12,997 applications for permanent positions. Including summer students, 8,815 applications were processed through the Non-Permanent Resourcing Unit.

Staffing Competitions Completed (1987-88)



The Saskatoon Regional Office continued to provide a de-centralized delivery of human resource programs to public service clients in a number of rural and urban centres in the Northern part of the province.

The Employee Assistance Program initiated a pilot project in an effort to ensure accessibility

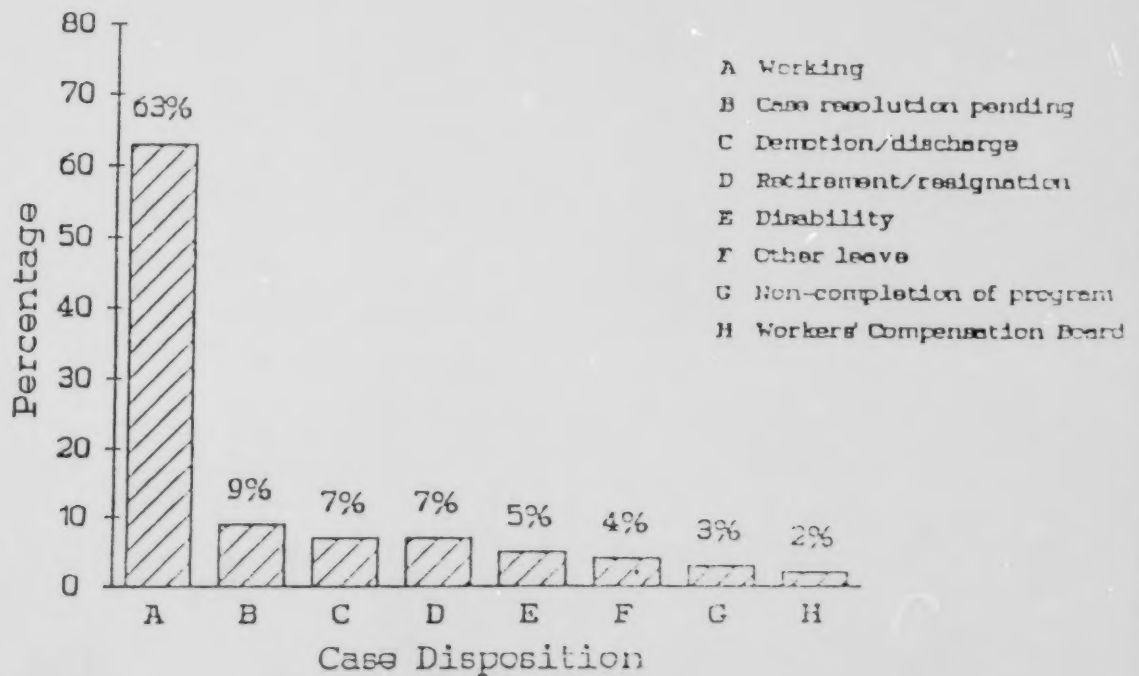
to the program for all employees in the province. The objective is to expand the program, using existing staff resources and to establish a network of qualified employees in seven or eight smaller centres throughout Saskatchewan, who will provide an initial contact for employees wishing access to the Employee Assistance Program.

EAP Referrals and Consultations 1983-84 to 1987-88

Fiscal Year	Referrals	Consultations to Departments	Total
1987-88	130(74)*	94	224
1986-87	100(48)	100	200
1985-86	93(45)	51	144
1984-85	89(40)	71	160
1983-84	60(32)	65	125

* The bracketed figures are employee-initiated or self-referrals.

Status of EAP Workload at Year-End



Mandate

- Determine job worth by developing and applying classification standards.
- Provide fair and equitable treatment for all employees.

Activities

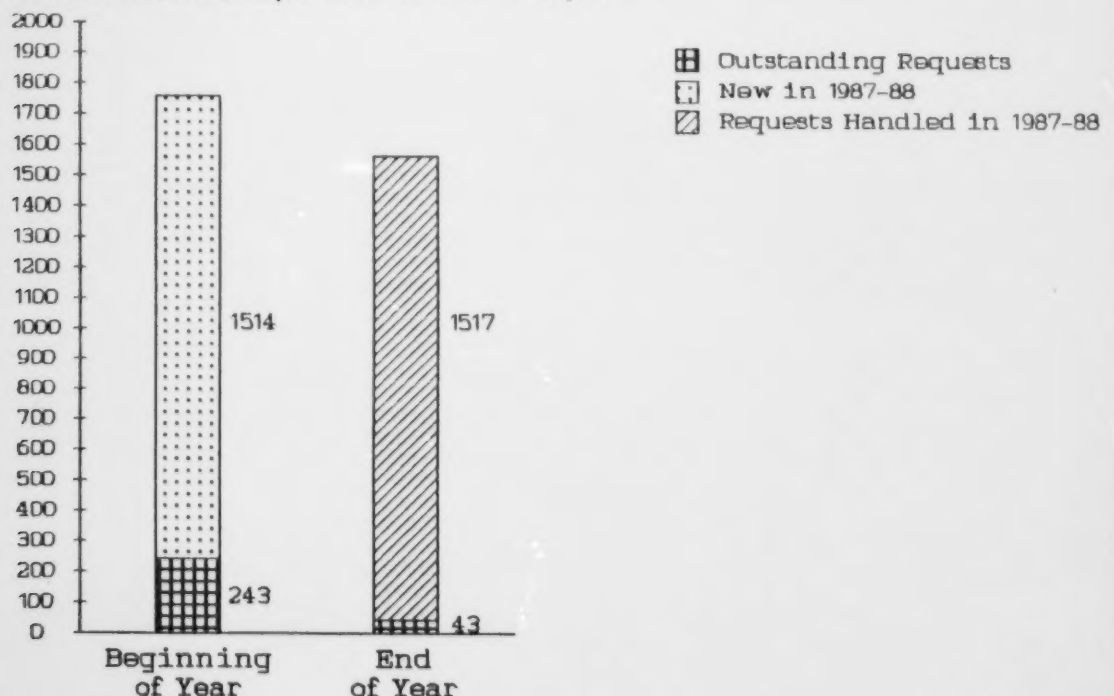
On April 1, 1987, the Commission implemented a new classification and compensation plan for approximately 230 out-of-scope secretarial/clerical positions, up to and including Deputy Ministers' secretaries. The plan was developed by the Division in 1986-87, following an extensive review of positions and interviews with all employees who would be affected by the new plan. Taking into account the effect of technological changes in the work environment, the Management Support Group

(MSG) Plan streamlined 18 job classifications into six levels. Only three appeals were received. They were resolved by April 30, 1987.

In a continuing effort to streamline classification and compensation systems in the public service, the Division also eliminated 67 in-scope job classifications, which represents a 13 per cent reduction in the number of classifications. These classifications were no longer in use or represented positions which had been transferred to crown corporations.

In order to ensure equitable classification of all permanent and non-permanent positions across the public service, the Division assumed responsibility for classifying all temporary and part-time positions prior to recruitment. This responsibility was previously

Classification Activity 1987-88 (Permanent In-scope and Out-of-scope)



held by individual departments staffing non-permanent positions. The Division classifies non-permanent positions within 24 hours of receipt of a staffing request. In 1987-88, the Division rendered 1,535 non-permanent decisions, an increase of 105 per cent over the previous year.

During the course of the year, the Division responded to a number of requests from departments to provide advice on organization, restructuring and resulting classification issues. Where appropriate, emphasis is placed on creating flatter organizational structures by reducing the number of managerial levels within departments. By working closely with departmental management teams and human resource personnel, the Division attempts to ensure that proposed changes are viewed as positive and are supported by those affected.

In 1987-88, the Division provided assistance to non-government agencies on a fee-for-service basis. Agencies, such as the Beef Stabilization Board and the Saskatchewan Assessment Management Agency, require classification and compensation expertise to assist in establishing equitable internal salary structures for their employees. Since these agencies do not have sufficient work to warrant maintaining classification professionals on their staff, services provided by the Classification Division help the organizations concerned.

The Division developed and implemented a comprehensive classification training program for departmental human resource officers who are new to the public service personnel community, as well as for those human resource professionals who needed to update their skills. The program objectives are to:

- provide a theoretical orientation to classification;

- familiarize human resource professionals with the rationale for administrative requirements in the Saskatchewan public service;
- give an overview of organization design principles; and
- develop a working knowledge of the out-of-scope and in-scope classification plans.

The Division delivered six training sessions for participants from thirteen government departments and agencies.

Due to the success of this program, the Commission is considering incorporating the Classification Training Program in the ongoing development seminars for middle and senior managers.

The Division reviews classification levels of all vacant positions prior to recruitment to ensure that positions are classified and compensated in accordance with established standards. In 1987-88, the Division conducted over 350 such classification audits.

During the year under review, classification reviews increased, partially as a result of departmental restructuring. In order to cope with the increased workload, the division introduced a number of productivity improvements which resulted in a reduction of turn-around time on classification decisions from 72 to 20 days overall, and to 33 days on incumbered positions.

In order to create better awareness of classification processes and standards, and to gain better understanding for decisions rendered, the Division has adopted the practice of communicating the majority of classification decisions to employees in person. This practice has been well received by employees and will be continued in the upcoming year.

A streamlined procedure for Classification Joint Council hearings was introduced in 1987-88. Normally, Joint Council consists of a three-person panel comprised of a mutually agreed-to chairperson, a management representative and a union representative. Witnesses may be called. The streamlined

version, agreed to by the union involved, consists of the chairperson only, with no witnesses present. As a result of this new approach, the backlog of 243 appeals dating back to 1979 was reduced to 43 appeals, all dating from the current year.

1987-88 Appeal Statistics

	In-Scope	Out-of-Scope	Total
Backlog (April 1)	183	1	184
Received	56	4	60
Total	239	5	244
Processed			
Withdrawn	52	3	55
Moved Up	35	0	35
No Change	110	1	111
Total	197	4	201
Outstanding (March 31)	42	1	43

Mandate

- Empower employees through learning.
- Enhance employee performance and recognition.

Activities

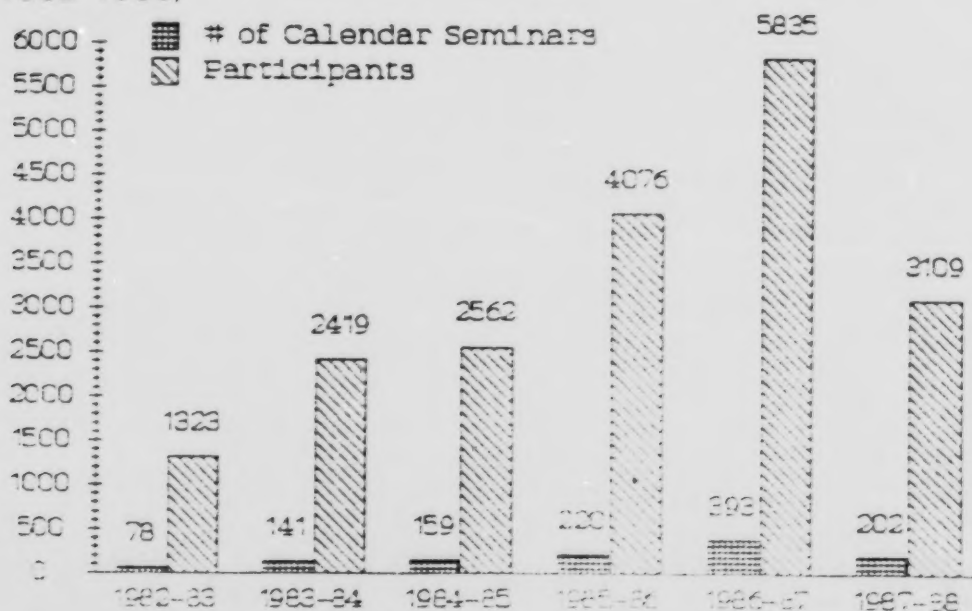
In 1987-88, the Division designed a new framework for departmental planning and reporting of staff development activities to encourage a strategic approach to staff development government-wide. Within this framework, departments will be able to identify major issues and develop plans to deal with them effectively. In addition, staff development opportunities are directly linked to performance review, productivity improvement and increased job satisfaction, as well as career development. The comprehensive strategic framework will allow the Division to improve the overall quality and

cost-effectiveness of programs and to avoid duplication of staff development opportunities offered to employees.

In responding to organizational change within the public service, a special Organizational Change Unit was established. The unit completed 46 consulting assignments in 19 departments to assist with the development of new mission statements and objectives, the re-organization of work units and team building.

During 1987-88, the Division held 322 seminars, modules, assessment centres, conferences and consultations for 5,708 employees in the public service. Of these, 202 were general calendar seminars attended by 3,109 employees, over half of whom were in-scope. The decrease in general calendar seminars corresponds directly to an increase of staff development opportunities offered

Staff Development in the Public Service (1982-1988)



through structured programs for employees at all levels. An evaluation summary of seminars offered by the Division shows that 94 per cent of the participants rated seminars as "good" to "excellent".

In 1987-88, eleven managers were selected for the Senior Management Development Program, for a total of 33 managers currently enrolled in the program. The program is designed to develop high-potential managers for more senior responsibilities through intensive qualifying modules, guided self-study booklets, seminars and a variety of other developmental opportunities. The Division delivered 43 seminars, modules and assessment centres to 630 participants under this program. A special ceremony was held to honour ten employees who graduated from the program successfully in 1987-88.

A selection committee admitted 58 new candidates into the Middle Management Program, a two-year certificate program for employees in management and professional classification levels 6 to 9. Candidates are expected to complete eight seminars on topics essential for middle management effectiveness, such as financial management, the management of human resources, operational planning and the use of microcomputers to manage. In addition, participants must complete a major management assignment. A total of 132 employees are currently enrolled in this program.

A total of 15 employees were enrolled in the Equity Development Program during the year under review. The two-year program is aimed at

women, people of native ancestry and people with physical disabilities in classification levels 1 to 5. The objective of the program is to provide participants with general management development opportunities which will enhance their abilities and prepare them for future management positions in the public service.

In 1987-88, 13 new candidates were admitted to the Administrative Development (AD) Program, a structured university certificate program of four to five years in duration, which enables employees in senior clerical or administrative support positions to develop and broaden knowledge and skills of a conceptual nature. A total of seven participants successfully completed the program in 1987 and were honoured at a special graduation ceremony. At present, there are 66 active participants in the program.

A new program for Ministerial Assistants was also developed during the year under review. A total of 75 Ministerial Assistants attended five pilot seminars, designed to develop management skills. The seminars will become part of a Management Certificate Program for Ministerial Assistants.

During the year under review, two New Ideas Seminars were offered to permanent heads and senior managers from departments and crown corporations. The first seminar, conducted by Linda Ackerman, was entitled "Managing Transition: The Challenge of Change". The second seminar by Peter Block was entitled "Empowering Employees — Energy on Tap".

Education Leave and Tuition Reimbursement

	Education Leave	Tuition Reimbursement
Requests Approved	32	170
Amount	\$432,715	\$ 40,233



"Focus On Your Future" was the title of a conference specifically for women managers and professionals in classification levels 1 to 5. The main theme of the conference centered around career development for women in the Saskatchewan public service. The conference was attended by 150 employees.

"Changes In Our Workplace — Going Forward" was the theme of the second annual conference for support staff. The conference was attended by 155 administrative support staff from across government and focused on professionalism and coping with change.

A new video-taped orientation program for new employees in the Saskatchewan public service was developed during the year under review. A series of seven booklets and a facilitator's guidebook complete the self-contained orientation package which may be used by departments throughout Saskatchewan. The video presentation provides a comprehensive briefing on the structure and functions of government. This decentralized approach will facilitate the orientation of new employees, especially in smaller centres of the province, who were frequently unable to attend the regularly-scheduled orientation sessions of the Commission in major centres of the province.

Mandate

- Represent management effectively in employee relations.
- Represent the public interest in the management of human resources.
- Respond to changing priorities through a corporate viewpoint.

Activities

The legislated settlement and Collective Agreement between the Government of Saskatchewan and the Saskatchewan Government Employees' Union (S.G.E.U.) expired September 30, 1986. Negotiations for a new Collective Agreement commenced in September 1986. Since then, 22 negotiating sessions, including 14 main table negotiating sessions, were held. In April 1987, the employer presented an economic position which reflected a zero per cent wage increase for two years. At the end of the year under review, the employer presented a revised economic position which is currently under review by the S.G.E.U. The proposal includes an extension of one year to the term of the current Collective Agreement to make it a three-year agreement, with wage adjustments in the last two years of the agreement, i.e. in October 1988 and October 1989. Negotiations will continue in the upcoming fiscal year.

The Collective Agreement with the Canadian Union of Public Employees (CUPE) Local 600 expired in September 1987. Negotiations commenced in October 1987. Following seven bargaining meetings, the two parties signed a Memorandum of Agreement in December 1987. The memorandum provided for two years with a zero per cent wage increase and an increase of 3.8 per cent in the third year. In spite of the recommendation by the CUPE Executive, the membership did not ratify the proposed agreement. Negotiations will continue during the 1988-89 fiscal year.

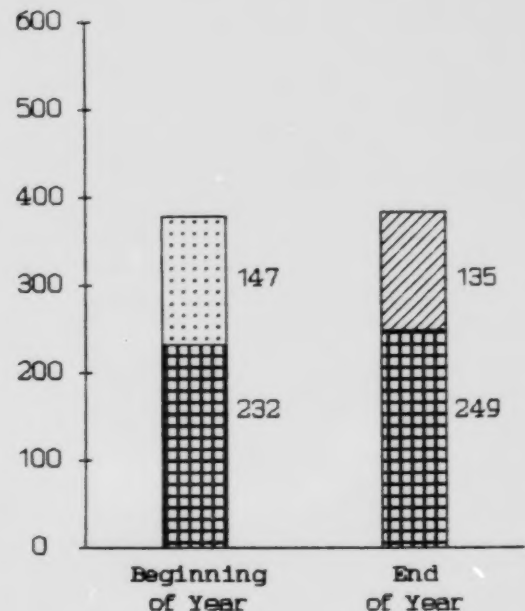
Out-of-scope employees have received no structural adjustments to their salaries since July 1986. Performance Pay guidelines for management and professional employees were

approved in November 1987, retroactive to April 1, 1987. Employees whose performance was rated fully satisfactory were eligible for performance increases.

Division staff continue to provide collective bargaining assistance to government agencies. Agreements were successfully negotiated during 1987-88 for the Saskatchewan Legal Aid Commission and for the Saskatchewan Centre of the Arts (I.A.T.S.E.). Negotiations continue on behalf of the Saskatchewan Human Rights Commission, the Saskatchewan Centre of the Arts (S.G.E.U.) and the Cafeteria Board.

In 1987-88, 147 grievances were received. A total of 135 grievances were resolved, leaving 319 grievances outstanding. Of those, 249 are considered active.

Grievances (1987-88)



- Total Active
- New in 1987-88
- ▨ Resolved in 1987-88

In 1987-88, the Division expanded its Employee Relations Training Program for managers and supervisors in the public service. A total of 16 departmental personnel administrators participated in the program. The intensive three-month course deals with interpretation of the Collective Agreements, grievance and arbitration preparation and procedures, as well as Saskatchewan labour legislation.

A performance-based compensation system was developed and implemented as part of the new Management Support Group Classification and Compensation System. Under the plan, out-of-scope clerical and secretarial employees will receive increases based on assessed levels of performance, rather than automatic increments.

Unclassified and Excluded Services

In accordance with the provisions of Section 46(2) of *The Public Service Act*, following is a list of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the Act during the 1987-88 fiscal year.

Department	Class/Working Title
Agriculture	Clerk 1 Clerk Typist 3
Consumer and Commercial Affairs	Registrar of Gaming
Economic Development and Trade	Director's Secretary
Education	Senior Advisor
Finance	Tax Policy Analyst Revenue Analyst Treasury Board Analyst (2)
Health	Clerk 1 Director, Public Affairs AIDS Education and Prevention Co-ordinator
Highways and Transportation	Clerk 1 Chairman, Highway Traffic Board
Human Resources, Labour and Employment	Administrative Officer 1
Justice	Students at Law (4) Judge's Secretary General Counsel - Criminal Executive Director, Civil Law Executive Director, Public Law Executive Director, Prosecution Special Counsel to the Deputy Minister Assistant Deputy Minister - Corrections Clerk Typist 2
Parks, Recreation and Culture	Senior Advisor Special Projects Assistant
Provincial Secretary	Governor General's Secretary
Public Service Commission	Clerk 1
Social Services	Clerk 1
Tourism and Small Business	Senior Advisor

Mandate

- Contribute towards excellence in administration and information services.
- Provide responsive and effective service.

Activities

During the year under review, the Division provided internal administrative support services, such as expenditure processing and control, personnel administration and record keeping, co-ordination of accommodation, acquisition of supplies, furniture, telephones and information systems. Internal mail and centralized word processing services were also provided by Division staff. The Division computerized fiscal forecasting procedures for the Commission. This approach has streamlined reporting procedures and allowed for better budgetary control in all Divisions.

Division staff administered the program honouring employees retiring under the Early Retirement Program 1987. In addition, 768 employees were honoured for 10 years of service, 85 employees for 25 and 2 employees for 35 years of service through the Long Service Recognition Program.

During the year under review, Division staff successfully implemented Phase I of the new Human Resource System (HRS) in all government departments, in co-operation with the Department of Finance. HRS is a fully integrated computerized personnel/payroll system, utilized by executive government and two crown corporations. The integrated data base is centrally administered by the Commission for personnel and by the Department of Finance for payroll.

Phase I included development and implementation of the personnel/payroll system and includes information on commencements and terminations of employees, changes to classification levels and salaries, the establishment of new positions and an automated payroll. The development of an integrated computerized system was approved in 1983 as a long-range project which would be implemented in several phases.

An interdepartmental User Group Committee was established and met twice during fiscal year 1987-88 to provide feedback and to discuss questions relating to the operation of the System. The Division also established an interdepartmental Steering Committee to allow for maximum input by departmental Human Resource Offices in the development of Phase II of the Human Resource System.

In consultation with Commission staff, the Division developed a five-year strategic plan to provide a broad framework for effective investment in informatics systems. In assessing the information requirements that are necessary to fulfill the Commission's mandate, the Division established a number of new computerized systems in various Divisions during 1987-88.

Division staff initiated steps to develop a policy to restrict smoking in the workplace for the Commission and two other departments sharing the same building. Extensive employee input and a gradual implementation of the policy to restrict smoking in the workplace have ensured support and co-operation from all employees in the three departments.

The government's commitment to reduce the deficit will require continued efforts to streamline organizations while stressing the importance of managing with existing financial and human resources to effectively serve the people of Saskatchewan. The trend towards flatter organizational structures will further reduce the number of management levels within the public service.

The rapidly changing environment will increase the demand for consulting services in the areas of organization design, the development of new mission statements and organizational goals, as well as team building initiatives.

Development of Phase II will enhance the capacity of the Human Resource System. Expanded information subsystems will enable the Commission to plan and develop efficient and competitive benefits and occupational health and safety policies for the future. The system will give departments direct access to their employee data bases. Additional savings will be realized by avoiding duplication of developing and maintaining these data at the departmental as well as at a centralized level in government.

Following a careful review of the government-wide employee newsletter during 1987-88, the Commission will re-commence publication of the *PS POST* on a quarterly basis. Communications Directors from eleven major departments will form an editorial board to ensure high readership levels are maintained through direct departmental input.

In the year ahead, the Classification Division will expand its ability to analyse the nature and type of classification services provided to departments for the purpose of undertaking trend analyses. The Division will also continue to improve and streamline the in-scope classification system.

Negotiations will continue with the Saskatchewan Government Employees' Union and the Canadian Union of Public Employees, Local 600. In addition, the Employee Relations Division is responding to growing concerns of

employees by developing a policy on communicable diseases. The policy will provide guidelines to ensure that the health and well-being of all employees are protected in the workplace. The reduction of grievances and arbitration cases will continue to be a priority in 1988-89.

The Commission will establish an interdepartmental committee to develop an Employee Wellness Program for Saskatchewan public service employees. The committee's mandate will be to investigate the feasibility of an employer-sponsored program and its potential impact for improved wellness.

A new program to replace the Managing Human Resources Program will be developed and piloted in the course of 1988-89. The program will further enhance effective human resource management in the Saskatchewan public service and will complement the performance-based compensation systems. Several new initiatives will be developed to address employment equity issues and assist departments in reaching commitments made under the interim Employment Equity Plan which was adopted in 1987.

The Commission is looking forward to hosting three national conferences in 1988-89. The Federal-Provincial Staff Development Directors' Conference is scheduled to take place in Regina from May 31 to June 2, 1988. Then, between June 7 and 9, 1988, approximately seventy professionals are expected to participate in the Intergovernmental Conference on Collective Bargaining, Compensation and Classification. And, for the first time, the Commission will host the annual Canadian Civil Service Commissioners' Conference, scheduled for June 27-29, 1988.

It is anticipated that renegotiation of the Public Service/Saskatchewan Government Employees' Union Collective Agreement, as well as renegotiation of the Collective Agreement with the Canadian Union of Public Employees, Local 600 will be a top priority in the upcoming fiscal year.

In 1988-89, the main challenge for the Commission will be to assist departments to manage their human resources and the human resource programs in an effective and efficient manner in an ever-changing work environment. Open and timely communication with departments and employees, as well as

development of departmental missions and goals will be the main thrusts of this process. The Commission will continue to play a key role in organization design and effectiveness to promote a positive public image of the public service of Saskatchewan.